

SUMMIT ON THE ECONOMIC STATUS OF KENTUCKY'S WOMEN

IMPLEMENTATION STRATEGIES: STATE GOVERNMENT EMPLOYEES

I.1. Ensure agencies make measurable progress towards their EEO hiring goals by passing legislation to establish a compliance officer/department in the Governor's Office.

- A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)
- **Identify sponsors to write and support legislation**
 - **Position should be housed in Human Rights commission not Governor's Office**
- B. Who are the people and/or organizations that should be involved or have a role?
- **Commission on Woman**
 - **Personnel Cabinet**
 - **Executive Cabinet**
 - **Human Rights Commission**
 - **G.O.T.**
- C. If \$ is needed, what are the funding options?
- **Seek government funding**
 - **Legislative appropriations**
 - **Reassignment of a current employee**
 - **Agency Assessment**
- D. How can the word get out?
- **Communiqué**
 - **Letters to editors**
 - **Inner office memos**
 - **Emails**
 - **List serves**
 - **Talk Shows**
 - **Press Releases**
 - **Public Broadcasting**
 - **Getting on other's agendas**
 - **Personnel Council**
 - **Web**

I.2. Create effective action plans to meet established goals for minority/gender hiring in all agencies through the Personnel Cabinet's EEO office.

- A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)
- **Should be included in the legislation in Recommendation I.1.**
 - **Identify incentives for agencies who created effective plans to meet goals. (Legislative Budget Committee plus Executive Branch Agency staff identifies incentives)**
- B. Who are the people and/or organizations that should be involved or have a role?
- **State Employees**
 - **Agency Managers**
 - **Legislative Budget Committee**
 - **Executive Branch Agency Staff**

C. If \$ is needed, what are the funding options?

- **Grant Funding**
- **Legislative Appropriates**
- **Federal money for internships in state government for minorities and females**

D. How can the word get out?

- **Communiqué**
- **Email/list serves**
- **Webpage**
- **Public Radio**

I.3. Examine all state agencies, including universities and school systems, for consistent fair employment and compensation policies and procedures.

A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)

- **Assign task to Human Rights Commission Compliance Officer (created in I.1)**

B. Who are the people and/or organizations that should be involved or have a role?

- **Human Rights Commission**
- **Agency Staff**
- **Personnel Cabinet**

C. If \$ is needed, what are the funding options?

Grant Funding

Legislative Appropriates

Federal money for internships in state government for minorities and females

D. How can the word get out?

- **Communiqué**
- **Letters to editors**
- **Inner office memos**
- **Emails**
- **List serves**
- **Talk Shows**
- **Press Releases**
- **Public Broadcasting**
- **Getting on other's agendas**
- **Personnel Council**
- **Web**

I.4. Conduct mandatory manager training, both introductory and continuing, on the administration of the classification and compensation systems and on EEO issues.

A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)

- **Encourage Governor, LRC, and Judicial branch to write orders to mandate yearly for update**
- **Train trainer program**
- **Write legislation in I.1**
- **Tie to evaluation process, no train/ no check**

B. Who are the people and/or organizations that should be involved or have a role?

- **Governor**
- **LRC**

Summit on the Economic Status of Kentucky's Women

Implementation Strategies: State Government Employees

These strategies were recorded word-for-word from the flip charts in each session, and have not been edited.

- **Judiciary**
- **Governmental Services Center**
- **Human Rights Commission**
- **Personnel Cabinet**

C. If \$ is needed, what are the funding options?

- **No money needed**
- **A=quick win**

D. How can the word get out?

- | | |
|--|---|
| <ul style="list-style-type: none"> • Executive Order • Communiqué • Letters to editors • Inner office memos • Emails • List serves | <ul style="list-style-type: none"> • Talk Shows • Press Releases • Public Broadcasting • Getting on other's agendas • Personnel Council • Web |
|--|---|

I.5. Develop a database for EEO data that can be queried for analysis.

A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)

- **Support new Personnel data base**
- **Find money**
- **Lobby legislature**
- **Include post secondary education (?) for data**

B. Who are the people and/or organizations that should be involved or have a role?

- **Personnel Cabinet**
- **LRC**
- **Commission on Woman**
- **Agency staff**
- **GOPM**
- **Post Secondary Education**

C. If \$ is needed, what are the funding options?

- **\$45 million over 5 years (see Personnel Cabinet)**

D. How can the word get out?

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|---|--|
| <ul style="list-style-type: none"> • Communiqué • Letters to editors • Inner office memos • Emails • Listeners • Talk Shows | <ul style="list-style-type: none"> • Press Releases • Public Broadcasting • Getting on other's agendas • Personnel Council • Web |
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I.6. Evaluate the state government compensation system in regard to the gender-based wage gap.

A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)

- **Run query on new data base (I.5)**
- **Publish results**
- **Analyze data**
- **Develop plan**

B. Who are the people and/or organizations that should be involved or have a role?

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Implementation Strategies: State Government Employees

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- **Personnel Cabinet**
- **LRC**
- **GOPM**

- C. If \$ is needed, what are the funding options?
- **Save money because of new data base**
 - **Don't have to have consultant**

- D. How can the word get out?

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|---|--|
| <ul style="list-style-type: none"> • Communiqué • Letters to editors • Inner office memos • Emails • Listeners • Talk Shows | <ul style="list-style-type: none"> • Press Releases • Public Broadcasting • Getting on other's agendas • Personnel Council • Web |
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I.7. Encourage employment and promotional opportunities for women and minorities.

- A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)
- **Encourage agencies to promote training programs**
 - **Add women to minority training programs**
 - **See I.4 --include this in Employee Development Manager for each cabinet or agency**
 - **Educate populous**

- B. Who are the people and/or organizations that should be involved or have a role?

- **Personnel Cabinet**
- **Agencies**
- **Governor-to add woman to training**
- **Commission on Woman**

- C. If \$ is needed, what are the funding options?

- **Realign staff positions for Employee Development Manager minimal \$**

- D. How can the word get out?

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|---|--|
| <ul style="list-style-type: none"> • Communiqué • Letters to editors • Inner office memos • Emails • Listeners • Talk Shows | <ul style="list-style-type: none"> • Press Releases • Public Broadcasting • Getting on other's agendas • Personnel Council • Web |
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I.8. Formulate personnel procedures that provide guidance for collecting workplace violence incidence data, procedures for conducting investigations, and standards for training.

- A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)

- **New personnel cabinet data base**
- **Pass legislation to collect data (HB545, 2002)**
- **KAR based on legislation or Governor's executive order**
- **As a result have data bench mark for analysis**
- **Add to I.4**
- **Increase security and enforce**

- B. Who are the people and/or organizations that should be involved or have a role?

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Implementation Strategies: State Government Employees

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- **Personnel Cabinet**
- **Legislature**
- **Governor**
- **Agencies to record**

C. If \$ is needed, what are the funding options?

- **? Included in data base**

D. How can the word get out?

- | | |
|---|--|
| <ul style="list-style-type: none"> • Communiqué • Letters to editors • Inner office memos • Emails • List serves • Talk Shows | <ul style="list-style-type: none"> • Press Releases • Public Broadcasting • Getting on other's agendas • Personnel Council • Web |
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I.9. Mandate training for all state employees in workplace violence, as proposed in HB 545, 2002 General Assembly Session.

A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)

- **Combine with I.4.**
- **Enforcement is critical**
- **Take politics out of the system**
- **Need a gatekeeper**
- **Update agency training**
- **Consistency**

B. Who are the people and/or organizations that should be involved or have a role?

- **Legislatures**
- **Governor**
- **Agencies**

C. If \$ is needed, what are the funding options?

- **NONE**

D. How can the word get out?

- | | |
|---|--|
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II.1. Require that all new employees be informed of their agency's rules and policies during the orientation process and that they complete a "New Employee Questionnaire" designed by the Personnel Cabinet to determine if personnel rules and policies were clearly communicated and understood.

II.3. Require agencies to develop a plan for communicating personnel rules and policies to their employees on a regular basis.

Combined

A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)

- **Establish a system/program of consistent, statewide operation for all employees (QW)**

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Implementation Strategies: State Government Employees

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- **Identify barriers (funds, geographic, ect.)**
 - **Identify best resources/provider (ex: expand & fund GSC?)**
 - **Timeframe?**
- B. Who are the people and/or organizations that should be involved or have a role?
- **Personnel Cabinet, GSC**
 - **All personnel administrators**
- C. If \$ is needed, what are the funding options?
- **Increase Personnel Cabinet funding-line item-to fund this new program**
 - **If not possible to increase funding, eliminate or revise current programs to shift funding**
 - **Agencies must follow standard curriculum**
- D. How can the word get out?
- **Mandatory info dissemination to and by managers**
 - **Communiqué, posting, PAL**

II.2. Require training and regular meetings with all personnel administrators, not just a representative group.

- A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)
- **Allow the monthly personnel administrators meeting to be open to all employees in all agencies working with personnel/human resources**
 - **Define method used by each cabinet/agency concerning how it will disseminate the information at the monthly personnel administrators meeting**
 - **Link communication of information from personnel administrators meeting to all employees as a job component on their personnel evaluation**
- B. Who are the people and/or organizations that should be involved or have a role?
- **Personnel Cabinet**
 - **Personnel administrators**
 - **Employees**
 - **Orientation facilitators**
- C. If \$ is needed, what are the funding options?
- **Minimal Cost**
- D. How can the word get out?
- **Email/letter from Personnel Cabinet to Cabinet Secretary**
 - **Agency heads**
 - **Personnel communicators**
 - **Communiqué**
 - **Information boards**
 - **Orientations**

II.4. Require all agencies to use an exit interview process to capture communication data.

- A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)
- **Inform current employees and new employees at orientation that the hiring agency/cabinet requires exit interviews because it will help both the agency cabinet and the employee**
 - **Create standard exit interview form with additional cabinet/agency specific questions allowed as well**
 - **Submit a copy of the completed exit interview form with the transfer/termination papers submitted to the Personnel Cabinet**
 - **Require agency/cabinet and Personnel Cabinet to analyze the information for problems, successes, and other trends**

B. Who are the people and/or organizations that should be involved or have a role?

- **Personnel Cabinet**
- **Personnel administrators**
- **Employees**
- **Orientation facilitators**

C. If \$ is needed, what are the funding options?

- **Minimal Cost**

D. How can the word get out?

- **Email/letter from Personnel Cabinet to Cabinet Secretary**
- **Agency heads**
- **Personnel communicators**
- **Communiqué**
- **Information boards**
- **Orientations, training**

II.5. Provide a safe avenue for employees to seek assistance when they believe personnel rules and policies are not being fairly defined or applied.

A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)

- **Establish Ombudsman (or woman) office within the Personnel Cabinet to assist in a confidential/impartial manner**
- **Provide information/contacts for the Ombudsman office at new employee orientation and current employee training**

B. Who are the people and/or organizations that should be involved or have a role?

- **Personnel Cabinet**
- **Orientation and training facilitators**
- **Personnel administrators**
- **All employees**

C. If \$ is needed, what are the funding options?

- **General fund appropriation for salaries and operating expenses**

D. How can the word get out?

- **New employee orientation**
- **Current employee training**
- **Info boards at agencies**
- **Communiqué**
- **Emails/letters**
- **Agency heads**
- **Personnel administrators**
- **FAQ on Personnel website**

II.6. Improve communication between Personnel Cabinet and other Cabinets and agencies to ensure consistent interpretation and implementation.

- **See II.1-5, 7-9**

II.7. Determine the effectiveness of the Personnel Cabinet's Personnel Answer Line (PAL) as a system of answering employee questions about personnel rules and policies. Ensure that the definition of effectiveness includes that all state employees are aware of the PAL line.

II.8. Require the Personnel Cabinet to implement a system of tracking and analyzing employee questions about personnel rules and policies. These findings should be disseminated on a quarterly basis.

Combined

- A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)
- **Promote existence and purpose of PAL through paycheck stub by creating an information box for personnel issues and through new employee orientation and current employee training**
 - **Develop a system/method to track all questions asked**
 - **List common question and answers on the Personnel Cabinet website**
 - **Address confidentiality issues**
 - **Consider using KEAP as a model for tracking info**
- B. Who are the people and/or organizations that should be involved or have a role?
- **Personnel Cabinet**
 - **Treasury**
 - **Personnel administrators**
 - **Orientation and training facilitators**
 - **GOT**
 - **Finance Cabinet (MARS)**
- C. If \$ is needed, what are the funding options?
- **Minimal costs**
 - **Expanding current resources**
 - **Possible extra funding to Personnel Cabinet**
- D. How can the word get out?
- | | |
|------------------------------------|-----------------------------------|
| • New employee orientation | • Emails/letters |
| • Current employee training | • Agency heads |
| • Info boards at agencies | • Personnel administrators |
| • Communiqué | • FAQ on Personnel website |

II.9. Implement an annual survey of employees to determine their level of knowledge about personnel rules and policies and where problem areas might exist.

- A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)
- **Expand the personal audit of personal survey to include employee's knowledge of rules and policy and feedback on the process**
- B. Who are the people and/or organizations that should be involved or have a role?
- **Personal audit everyone involved in the process**
- C. If \$ is needed, what are the funding options?
- **No added cost since this is in place and just being expanded**
- D. How can the word get out?
- **First meeting**
 - **Random and audits**
 - **Facts released quarterly**
 - **Communiqué**

III.1. Develop partnerships with university pharmacies (UK model) to gain greater negotiating power in purchasing prescription medications for state employees and retirees, which will also decrease the cost of insurance and prescription medications for employees and retirees, accordingly.

III.3. Pass legislation or create policy to address the funding of rising health insurance premium costs for employees and retirees—identifying supplemental ways to assure quality health care coverage for both groups.

- A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)
- **Research UK model**
 - **Develop pilot project in area with universities and hospitals in region**
 - **Form partnership with drug companies**
 - **Doctors with drug companies for common use drugs for reduced costs**
 - **Ask doctors to prescribe generic drugs- could reduce costs by up to 50%**
- B. Who are the people and/or organizations that should be involved or have a role?
- **Universities**
 - **Human Resources**
 - **Pharmacies**
 - **Government employees and retirees**
 - **KY citizens**
 - **Health professionals**
 - **Drug companies**
 - **AARP**
- C. If \$ is needed, what are the funding options?
- **With this plan should decrease cost of prescriptions-which therefore could reduce insurance premiums**
 - **Increase # of health company choices offered to government employees**
 - **Provide premium assistance program**
- D. How can the word get out?
- **Publish in health care information sent to employees**
 - **Email/website**
 - **Inform doctors and insurance companies**
 - **Legislatures should have open forums with state/local employees and citizens to listen to their concerns**

III.2. Explore the possibility of contracting directly with vendors state and nationwide to expand health care options for state employees.

- A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)
- **SCR34, 2002--Directed study needs to be completed and presented to employees and legislators**
- B. Who are the people and/or organizations that should be involved or have a role?
- **Legislators**
 - **employees/retirees**
 - **personnel cabinet**
 - **dept. of insurance**
 - **drug manufacturers**
 - **physicians**
 - **state organizations**
 - **KY employee retirement's systems**
 - **KY Teachers retirement system**
- C. If \$ is needed, what are the funding options?
- **Legislative allocation**

- money currently allocated for insurance and deducted from employee pay
- Keep system for government employees only and not open to general public to lower cost
- Do not allow agencies to pick and choose participants in state plan

D. How can the word get out?

- Insurance application packets normally distributed annually to employees
- KY employee website and Personnel website
- Communiqué
- Packets sent to retirees
- Make it financially attractive enough that employees will seek out info
- (Better benefits at affordable rates)

III.4. Allow greater flexibility in the utilization of unused accumulated leave.

ALREADY HAPPENING

III.5. Allow excess accumulated leave from retirees and employees terminating state government to be transferred to a leave-sharing program.

- A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)
- List all optional insurance on Personnel Website with links to companies
 - UK offers to and pays for long term insurance for all employees ends at Social security eligibility- state government shouldn't consider the same (best practice)
- B. Who are the people and/or organizations that should be involved or have a role?
- Personnel Cabinet
 - GOPM
 - Finance Cabinet
 - Governor
 - LRC (?)
- C. If \$ is needed, what are the funding options?
- Agency Funding
- D. How can the word get out?
- Websites
 - Open enrollment
 - Orientation

III.6. Provide five paid workdays of bereavement leave and seven paid days of bone marrow or organ donor leave each calendar year (in addition to sick and annual leave).

- A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)
- Organ donor leave as short/long term disability
 - Prepare legislation
 - Allow employees to use comp/annual/sick leave if more than 5 days are needed
- B. Who are the people and/or organizations that should be involved or have a role?
- AARP
 - Human resources/personnel
 - Government retirees
 - Organ donor programs
 - Legislatures

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Implementation Strategies: State Government Employees

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C. If \$ is needed, what are the funding options?

- **Added benefit for state employees**

D. How can the word get out?

- **Employee newsletters**
- **Employee Website**

III.7. Establish paid short- and long-term disability benefits for state employees, utilizing excess flexible benefit dollars or other identified funds to supplement the new benefit.

A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)

- **Determine what is short term and long term disability**
- **Determine process for requesting short/long term disability-simplify with not a lot of paperwork**
- **Allow maternity/adoption as a short term disability or paid sick leave as well as organ transplants**
- **Due to high insurance this should be provided whether you have health insurance or not**
- **Sick leave sharing-allow allow salary people to donate time to hourly employees-even if not insured**

B. Who are the people and/or organizations that should be involved or have a role?

- **AARP**
- **Government employees**
- **Human resources**
- **Insurance companies**
- **Pharmacies/doctors/hospitals**
- **All health care professionals**

C. If \$ is needed, what are the funding options?

- **Legislative action and appropriation**
- **Insurance incentives for staying healthy**

D. How can the word get out?

- **AARP**
- **Human resources**
- **News/press releases**
- **Legislatures- open forums**

IV.1. Create an Orientation Program Guide for employee training and development that all agencies and every department must adopt.

A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)

- **Compile all Personnel requirements and training for each agency into a program guide format handbook (QW)**
- **Create implement an orientation program guide component training (QW)**

B. Who are the people and/or organizations that should be involved or have a role?

- **Supervisors/managers**
- **Personnel officer**
- **Employees**
- **GSC for training component**

C. If \$ is needed, what are the funding options?

- **Funding available through agency budget for GSC training**

D. How can the word get out?

- **Personnel officer in conjunction with GSC will communicate to employees specific training dates available**

OTHER:

- **Training should include, but not be limited to tech training, leadership, diversity, sexual harassment, workplace violence, effect**

IV.2. Set guidelines for all departments for required training programs for their employees for the minimum and maximum number of training hours per quarter.

A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)

- **Set a definite time frame for written guidelines (QW)**
- **Submit written guidelines to GSC or an independent training council (QW)**

B. Who are the people and/or organizations that should be involved or have a role?

- **Agency training liaisons**
- **Rep. Of GSC/GOT**
- **Personnel Officers**

C. If \$ is needed, what are the funding options?

- **Conference calls, teleconferencing**
- **(Minimum cost here)**

D. How can the word get out?

- **Each employee shall receive a copy of guidelines and shall sign a form of receipt of guidelines to be placed in employee personnel folder**

IV.3. Develop policies communicating the significance of training.

A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)

- **Work with Personnel Cabinet and GOPM management to develop policies of training (QW)**
- **Focus groups for input of training (QW)**

B. Who are the people and/or organizations that should be involved or have a role?

- **Personnel Cabinet**
- **Employees**
- **Supervisors/managers**
- **GOPM**

C. If \$ is needed, what are the funding options?

- **Funding is available through agency budget for GSC training**

D. How can the word get out?

- **Web page**
- **Cabinet staff meeting**
- **Employee Groups**

IV.4. Develop procedures to implement training policies.

IV.5. Develop individual training plans

Combined

A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)

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- **Determine minimum training hours per state government position (QW)**
- **Develop and implement performance evaluations for each agency (QW)**
- **Include minimum training hours into the employee performance evaluations (QW)**

B. Who are the people and/or organizations that should be involved or have a role?

- **Personnel Cabinet**
- **Personnel managers**
- **Governmental Services Center**
- **Governor Office for Technology**

C. If \$ is needed, what are the funding options?

- **Funding is available through agency funding for Governmental Services Center training**

D. How can the word get out?

- **WebPages**
- **Focus Groups**
- **Employee Groups**
- **Cabinet staff meetings**
- **Personnel officer**

IV.6. Include input of employees in developing their training plans.

A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)

- **Develop and implement awareness of training requirements**
- **Components of yearly performance plans**

B. Who are the people and/or organizations that should be involved or have a role?

- **ALL employees and supervisors/managers**

C. If \$ is needed, what are the funding options?

- **Funding is available through agency funding for GSC training**

D. How can the word get out?

- **Agency communicator**
- **Email from supervisors**

IV.7. Offer more GSC and GOT classes as distance learning training for those employees living and working outside of Frankfort

A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)

- **Survey all employees to complete a needs assessment (QW)**

B. Who are the people and/or organizations that should be involved or have a role?

- **Contact ADD's, Tech centers, community colleges, universities, other local areas for additional training sites**
- **Use GOT/GSC for training through online base, video conferencing and other electronic use**

C. If \$ is needed, what are the funding options?

- **Increase training budget for GSC staff**
- **Each agency to prioritize training in budget through cutting waste**

D. How can the word get out?

- **Communiqué**
- **Personnel Cabinet**
- **Personnel Officer**

- **State directory for agency training contact**
- **Webpage**

IV.8. Monitor employees' training progress for higher skill levels.

- A. What are the tasks to be done and/or the activities to be initiated? (If within 6 months, highlight as a quick win--QW)
- **Certificates of completion in Personnel file-- Transcript and certifying authority (QW)**
- B. Who are the people and/or organizations that should be involved or have a role?
- **All employees**
 - **Supervisors/managers**
 -
- C. If \$ is needed, what are the funding options?
- **Funding available through agency funding for GSC training**
- D. How can the word get out?
- **Agency communication trainer**

Parking Lot

- Current public perception that Frankfort is corrupt-perpetuated by some gubernatorial candidates-marketing campaign to restore public's confidence in the system
- We need cross cabinet communication about programs-School to Work, KHEAA, KY Housing, ect.
- Consistent educational training policies throughout state government (i.e. tuition assistance/educational awards)
- Allow employee money to be put into medical fringe benefit plan (max now \$2880) to roll over each year (if employee doesn't use what they thought they would)